

Message Text

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ACTION IO-14

INFO OCT-01 EA-07 ISO-00 OES-07 AID-05 SS-15 NSC-05
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O P 020751Z JUN 77

FM AMEMBASSY MANILA

TO SECSTATE WASHDC IMMEDIATE 615

INFO USMISSION USUN PRIORITY

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E.O. 11652: N/A

TAGS: UNICEF

SUBJECT: UNICEF EXECUTIVE BOARD MEETING (MANILA):
US REQUESTS FOR THE 1978 UNICEF EXECUTIVE BOARD
SESSION

REF: STATE 123864

1. SUMMARY: AFTER EXTENSIVE NEGOTIATION WITH INTERESTED
DELEGATIONS, SECRETARIAT HAS AGREED TO PROVIDE A COMPREHENSIVE
OVERVIEW OF UNICEF SECTORAL PROGRAMS, SUPPORT SERVICES
RELATED THERETO, AND A FIRST EFFORT AT ARRANGING FUTURE
INTERVENTIONS. END SUMMARY

2. DURING THE COURSE OF THE GENERAL DEBATE APPROXIMATELY
10 STUDIES/REPORTS WERE SUGGESTED OR REQUESTED IN ONE FORM
OR ANOTHER, BY VARIOUS DELEGATIONS. (SEE HAYWARD PAPER
POUCHED WING IO/DHP) THESE DEMANDS WERE CLEARLY BEYOND THE
REASONABLE CAPACITY OF THE SECRETARIAT AND AN EFFORT WAS
UNDERTAKEN ON WEDNESDAY (JUNE 1) TO FIND SOME WAY OF
RATIONALIZING THE REQUESTS. THE US, SWEDEN AND CANADA ENGAGED
THE SECRETARIAT 'HEYWARD AND OTHER MAJOR UNICEF PROGRAM/
POLICY MAKERS) IN SEPARATE AND JOINT DISCUSSIONS AS TO HOW
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BEST TO ACCOMPLISH BOARD MEMBER OBJECTIVES. (THESE THREE
WERE THE MOST ACTIVE DELEGATIONS, EXAMPLE, CANADA REQUESTED
OVERVIEWS ON FOOD AND NUTRITION AND EDUCATION, SWEDEN A
COUNTRY-BY-COUNTRY ANALYSIS OF FINANCIAL COMMITMENTS TO
WORK PROGRAMS. OTHERS HAD THEIR AREAS OF SPECIAL INTEREST
E.G., A REPORT ON INCREASING THE PROPORTIONATE SHARE
OF UNICEF RESOURCES TO THE LDC'S, ETC.) THE EFFORT WAS

DIRECTED AT CONSOLIDATING, WHEREVER POSSIBLE, CONCEPTS WHICH WERE COMPLEMENTARY IN ORDER NOT TO DIFUSE SECRETARIAT ENERGY AND PERMIT ADEQUATE ATTENTION TO BE PAID TO IMPOR- TANT AND POTENTIALLY MOST PRODUCTIVE CONCERNS.

3. HAYWARD, ON BEHALF OF THE SECRETARIAT, AGREED TO PROVIDE THE BOARD FOR THE 1978 EXECUTIVE BOARD MEETING A COMPRE- HENSIVE REPORT TO INCLUDE AN OVERVIEW OF UNICEF AT THE PRESENT TIME, AN HISTORICAL PERSPECTIVE OF UNICEF EVOLUTION, AND A FORWARD VIEW OF POSSIBLE UNICEF FUTURE. THIS REPORT WILL BE GENERALLY BASED ON THE US PROPOSAL WHICH INCLUDED THE FOLLOWING ELEMENTS: I. HISTORICAL PERSPECTIVE: HOW UNICEF EVOLVED INTO ITS PRESENT STATE INCLUDING ANALYSIS OF FUNDAMENTAL BOARD DECISIONS WHICH LED TO THIS STATE. II. ANALYSIS OF MAJOR PROGRAM AREAS: DEFINITIONS OF THE FUNCTIONAL AREAS OF CONCENTRATION, EXAMINATIONS OF THEIR CURRENT STATUS, INCLUDING QUANTIFICATION, IDENTIFICATION OF FACTORS INVOLVED IN THESE PROGRAM AREAS, NOTING PARTICULARLY THOSE FACTORS WHERE INTERVENTION IS FEASIBLE (ATTACKABLE FACTORS) EXTENT TO WHICH UNICEF PROGRAMS ARE DEALING IN THESE "ATTACKABLE FACTORS" AND INDICATION OF ACCOMPLISHMENT. MAJOR PROGRAM AREAS WILL INCLUDE BUT NOT NECESSARILY BE LIMITED TO THE FOLLOWING: A) BASIC SERVICES FOR CHILDREN AND MOTHERS, PRIMARY HEALTH CARE INCLUDING FAMILY PLANNING, NUTRITION, WATER SUPPLY AND SANITATION, EDUCATION INCLUDING PRE-SCHOOL AND NON-FORMAL EDUCATION, SPECIAL PROGRAMS FOR WOMEN. B) LOCATIONAL FOCUS ON CHILDREN AND MOTHERS IN SPECIAL AREAS SUCH AS URBAN POOR IN SLUMS AND SQUATTER AREAS, RURAL, AND ISOLATED POPULATIONS. III. ASSESSMENT OF SUPPORT SERVICES PROVIDED TO PROGRAMS IN LIMITED OFFICIAL USE

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THE FIELD - TECHNICAL ASSISTANCE, PROVISION OF COMMODITIES, TRANSPORT, TRAINING, PROVISION OF STAFF. IV. OPTIONS FOR FUTURE UNICEF INTERVENTIONS BASED ON THE ANALYSIS IN II AND III, DEVELOPMENT OF ALTERNATIVE STRATEGIES FOR INTER- VENTIONS, INCLUDING INITIAL PRIORITIZATION, THRU WHICH UNICEF OBJECTIVES MAY BE MET. THIS WOULD REQUIRE JUDGMENTS IN THE ADEQUACY OF PRESENT UNICEF ACTIVITIES IN THE MAJOR PROGRAM AREAS EXPLORATION OF THE FEASIBILITY OF VARIOUS ALTERNATIVE STRATEGIES, PROJECTION OF STAFF, FUNDING, AND TRAINING RE- SOURCES REQUIRED TO CARRY OUT EACH STRATEGY.

4. WHILE HAYWARD DID NOT COMMIT UNICEF TO FOLLOW THE SPECIFIC PROTOCOL OUTLINED ABOVE, HE DID AGREE TO DEVISE AND CARRY OUT THE NECESSARY ACTIONS TO RESULT IN A REPORT WHICH WOULD PROVIDE THE INFORMATION REQUESTED.

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ACTION IO-14

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5. WE AND OTHER DELEGATIONS SEE THIS SPECIAL REPORT AS AN INITIAL STEP TOWARD ADDRESSING IN A RATIONAL AND UNIFIED FASHION THE PLETHORA OF UNICEF PROGRAMS AND AS SETTING THE STAGE FOR SPECIFIC AND DETAILED STUDIES OF UNICEF FUNCTIONS ACROSS ALL CATEGORIES ACCORDING TO PRIORITIES FOR STUDY DETERMINED BY THE BOARD IN FUTURE MEETINGS. THIS WILL ALSO CAPTURE THE "INSTITUTIONAL MEMORY" OF UNICEF AT A CRITICAL PERIOD WHEN LONG-TIME UNICEF LEADERSHIP IS BEGINNING TO CHANGE. NEW LEADERSHIP WILL THEN HAVE THE BENEFIT OF THIS OVERVIEW, AS REVIEWED AND APPROVED AND AMENDED BY THE BOARD TO GUIDE THE MANAGEMENT OF THE ORGANIZATION FOR THE NEXT FEW YEARS. FOLLOWING THE PROCESS DESCRIBED, UNICEF WILL HAVE A DYNAMIC FOCUS FOR FUTURE EVOLUTION AND MANAGEMENT IMPROVEMENT.

6. THE RESULTS OF THE COMPLICATED NEGOTIATIONS/DISCUSSIONS WE HAD WITH OTHER DELEGATIONS AND THE SECRETARIAT, IN OUR JUDGMENT, ARE MOST SATISFACTORY. THE DEAL WHICH HAS BEEN STRUCK CONSOLIDATES, UNDER ONE REPORT, THE SPECIALIZED INTERESTS OF A NUMBER OF DELEGATIONS FOR SPECIAL TREATMENT OF SPECIFIC THEMES (E.G. CANADA'S REQUEST FOR A REPORT ON EDUCATION), WITH THE PROMISE OF HAVING A SERIOUS INTEGRATED EFFORT AT ANALYZING UNICEF ACTIVITIES AND PRIORITIES AT THE NEXT BOARD. IN THE DISCUSSIONS WE REPEATEDLY EMPHASIZED US CONCERNS

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WITH FAMILY PLANNING (POPULATION); THE SECRETARIAT IS FULLY AWARE OF OUR DESIRES IN THIS REGARD AND HAS ASSURED US THEY WILL GIVE THE SUBJECT FULL TREATMENT WITHIN THE CON-

TEXT OF BASIC SERVICES/BASIC HEALTH SERVICES AREAS OF
CONCENTRATION. UNDER THE CIRCUMSTANCES, I.E. A) THAT WE
SHOULD BE GETTING CONSIDERABLY MORE THAN WE MIGHT REASONABLY
HAVE EXPECTED; B) THE LIKELIHOOD THAT PROPOSING A SEPARATE
AGENDA ITEM FOR FAMILY PLANNING WOULD HAVE MET WITH RESISTANCE
(THE CAMEROONS AND OTHER AFRICANS SPOKE ON SEVERAL OCCASIONS
ON THE INAPPROPRIATENESS OF FAMILY PLANNING IN THEIR REGIONS)
C) OUR PRESSING FOR A SPECIFIC AGENDA ITEM WOULD HAVE SET
OTHERS TO DO THE SAME WITH THEIR SPECIAL INTERESTS; WE CONSIDER
THAT WE HAVE ACCOMPLISHED THE FUNDAMENTAL OBJECTIVES OF THE
REFTEL IN AN EFFECTIVE MANNER.
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